

# Healthy Streets Operation Center

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**Commander David Lazar**  
December 17, 2018



# Overview

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The Healthy Streets Operations Center (HSOC) coordinates the efforts of City agencies involved in addressing homelessness, unhealthy street behaviors and other non-emergency quality of life issues.

The core values of HSOC:

- a. Lead with compassion and respect
- b. Empathize with the entire community
- c. Believe that everyone can change
- d. Safe and clean streets can be maintained

# Overview

HSOC has representatives from key City departments at a command center, which directs, plans and coordinates responses to non-emergency calls.



DEPARTMENT OF  
HOMELESSNESS AND  
SUPPORTIVE HOUSING

San Francisco  
Department of Public Health



# Goals

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## DIME: Deliver, Improve, Meet , Ensure

**D** Deliver coordinated city services to effectively address encampments and quality of life issues.

**I** Improve the medical and behavioral needs of individuals on the street.

**M** Meet the housing, shelter, and service referral needs of individuals on the street.

**E** Ensure San Francisco's streets are safe and clean.

# Key Strategies

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**Develop zone-based plans to identify key issues, tactics to address the issues and performance measures to monitor effectiveness.**

**Zones**

**Coordination**

**Data**

**Top 20**

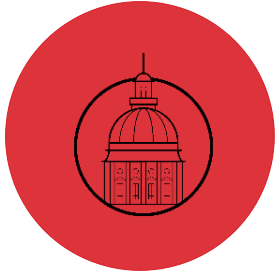
**Use data to inform operation and policy-level decisions**

**Co-located and coordinated dispatch services and resources.**

**Focus on addressing needs of the “Top 20” individuals with high needs.**

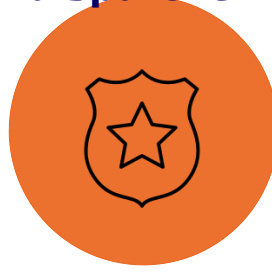
# Evolution of HSOC

**Five concentrated zones with a focus on tent encampments**



**City-wide operations with focus on encampments, behavioral issues and other quality of life issues**

**5 day per week: 10 hr. shifts. 24 police officers, one dispatcher**



**7 day per week: 15 hr. shifts. 46 police officers, two dispatchers**

**Triaging 311 and non-emergency calls**



**Using data to identify emerging hotspots and areas of activity**

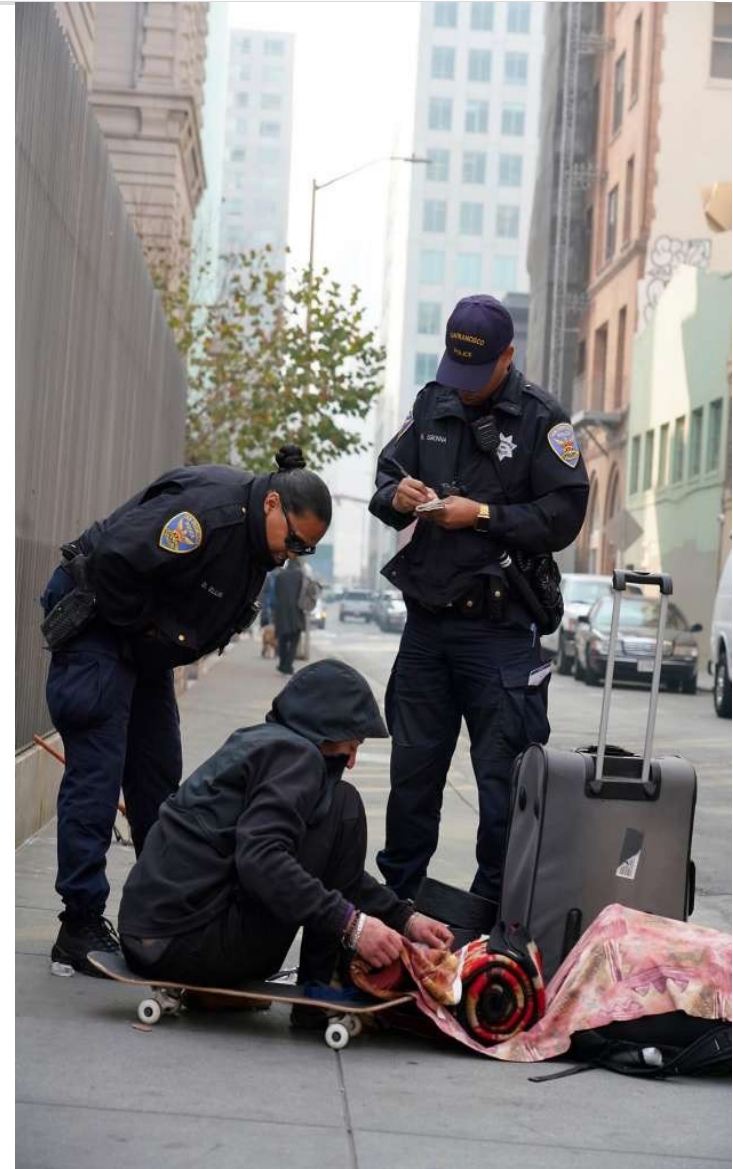
# Evolution of HSOC

## Healthy Streets Intervention Program

HSOC has applied the model for tent encampments to address the issue of substance abuse on our streets.

Three pilot operations occurred, resulting in 109 people being referred to services to date.

Began as a pre-planned special operation and is now daily operation in targeted hotspots.



# Successes

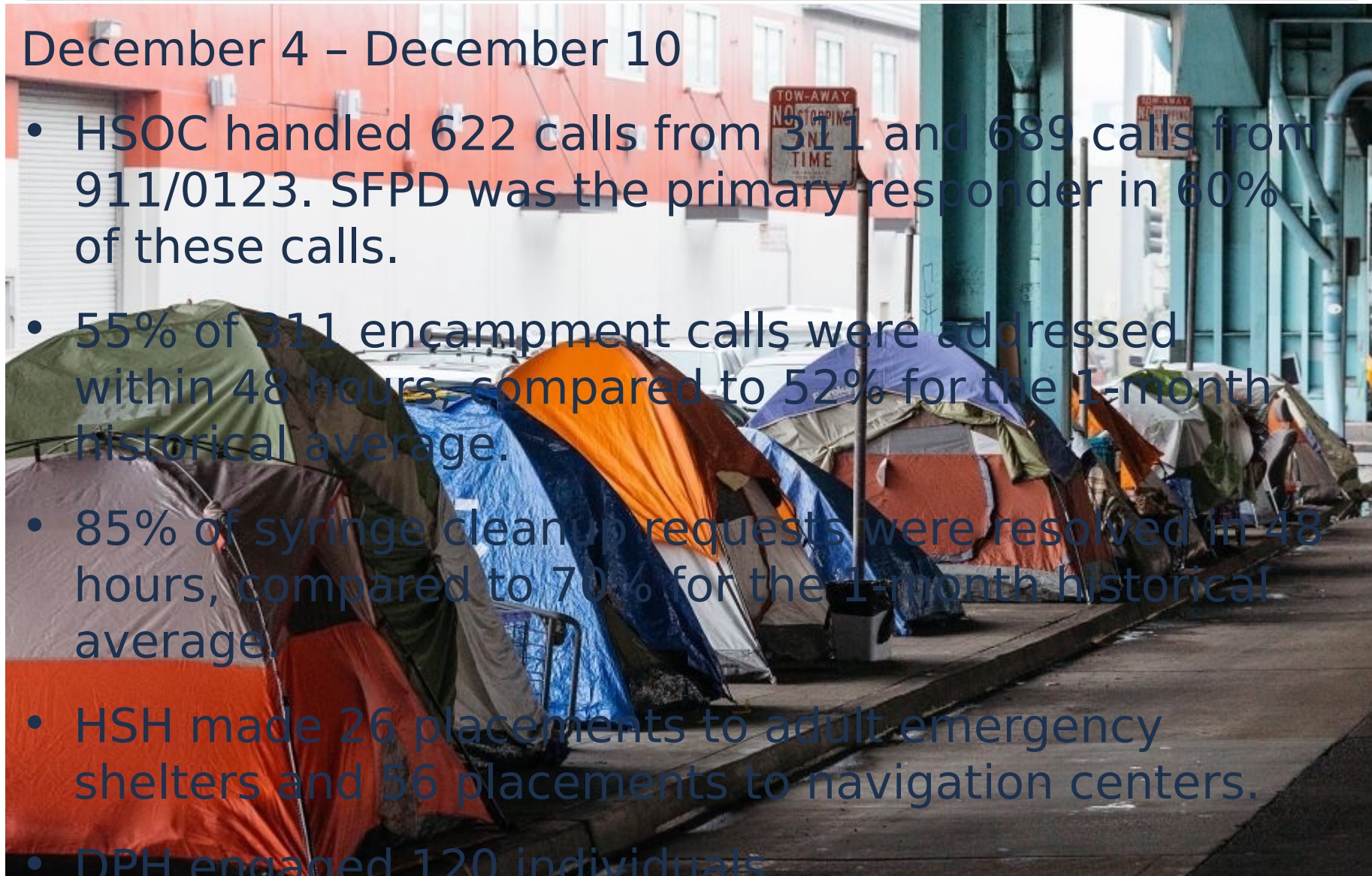
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- San Francisco has reduced tent count from more than 1,000 to approximately 350
- Eliminated tent encampments larger than seven tents currently
- Holding ground on re-encampments in the five original zones
- HSIP outreach has resulted in more than 650 contacts with individuals on the street and over 100 referrals.
- Creation of streamlined response operation
- Improved data and impact collection

# Success: Weekly Snapshot

December 4 – December 10

- HSOC handled 622 calls from 311 and 689 calls from 911/0123. SFPD was the primary responder in 60% of these calls.
- 55% of 311 encampment calls were addressed within 48 hours, compared to 52% for the 1-month historical average.
- 85% of syringe cleanup requests were resolved in 48 hours, compared to 70% for the 1-month historical average.
- HSH made 26 placements to adult emergency shelters and 56 placements to navigation centers.
- DPH engaged 120 individuals.



# Challenges & What's Next

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- Scaling up operations without losing ground
- Losing focus on our original objective
- Communication with public and agencies about HSOC response
- Consistent policies and legal challenges
- Managing advocates and stakeholders
- Using data and results to drive a resources conversation as we approach the next fiscal year.

# System Utilization Trends

	2014*	2015*	2016**	2017**	10/30/17-10/30/18***
Unique 911 users	42,250	46,898	50,025	47,281	42,452
Unique frequent utilizer	264	312	452	515	1,083
% that are frequent utilizers	0.62%	0.67%	0.90%	1.09%	2.55%

	2014*	2015*	2016**	2017**	10/30/17-10/30/18***
911 transports all	50,531	57,597	61,168	64,452	65,229
911 transports attributed to frequent utilizers	7,064	8,217	8,144	11,097	12,881
Frequent utilizers as a % of transports	13.98%	14.27%	13.31%	17.22%	19.75%

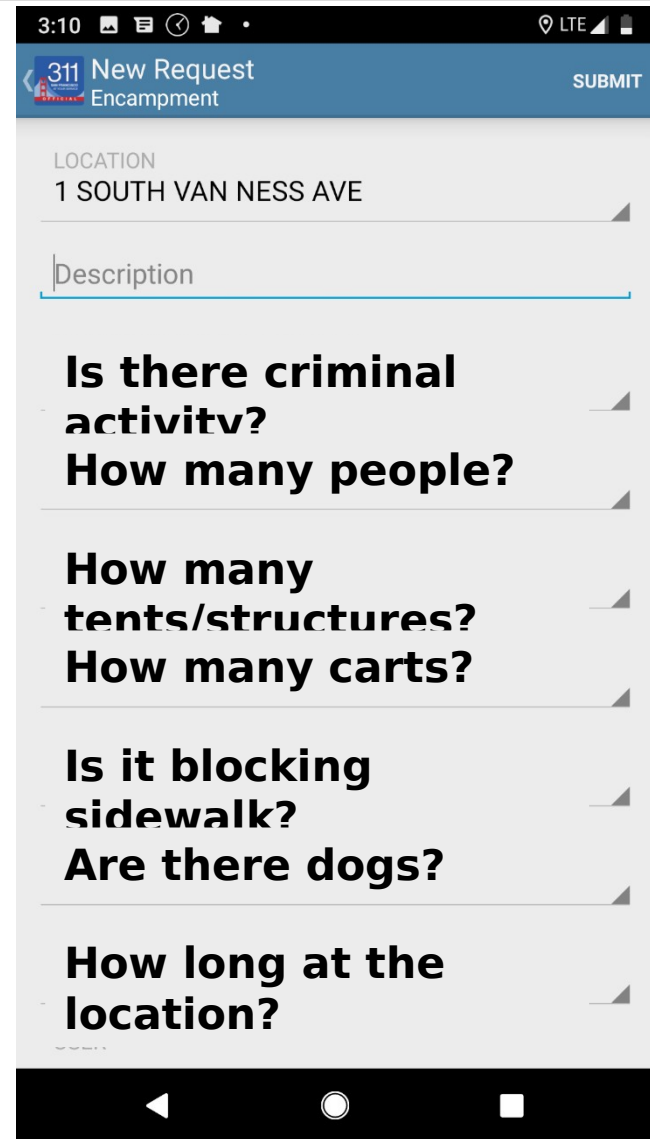
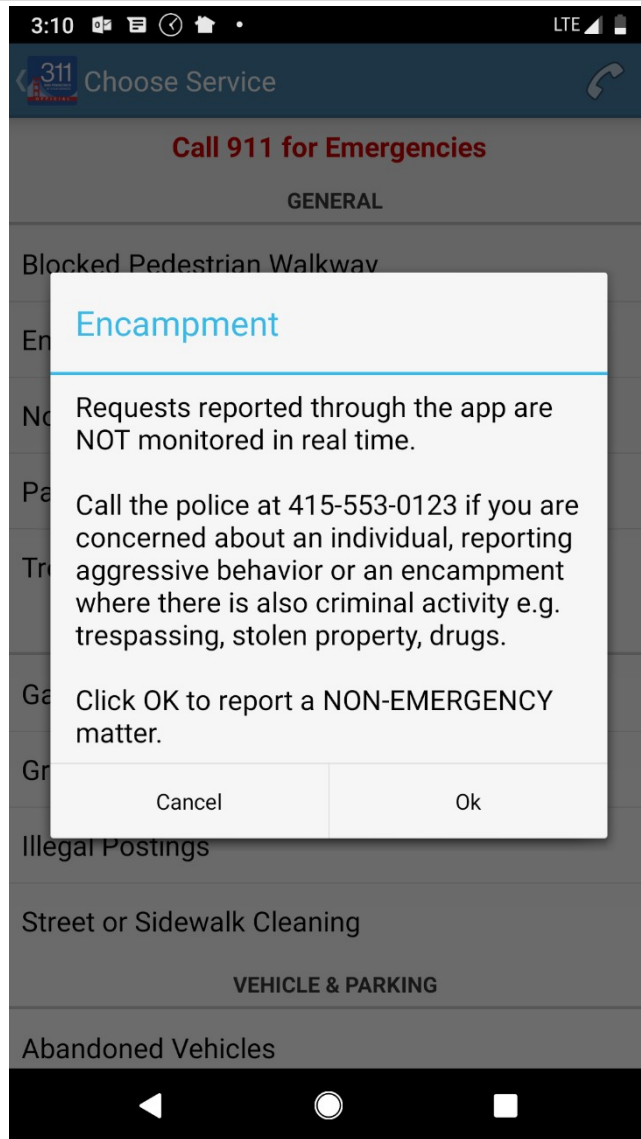
**Data Compiled from SFFD Sources Only (No Private Ambulances)**

**\*Limited data. Frequent utilizer definition >9/preceding 365 days only**

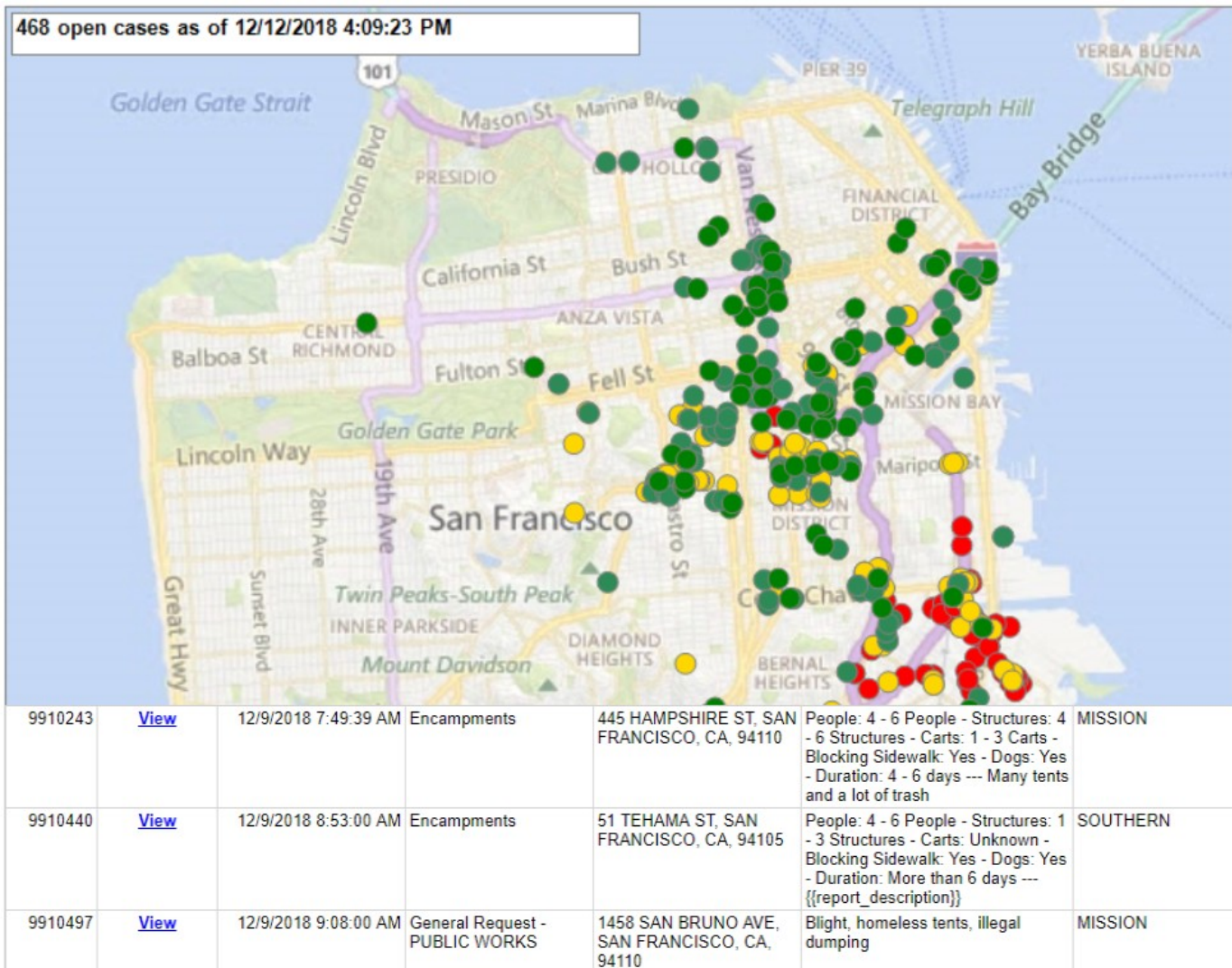
**\*\*Frequent utilizer definition >9/preceding 365 days only**

**\*\*\*Frequent utilizer definition all three criteria. Data compiled with matching algorithm**

# Capturing Public Concerns



# Managing Requests through Reporting



# Improved response with Connected Workers

